
Making Government Work

Our citizens deserve a government that works for everyone—particularly our youngest and most vulnerable people. That’s the commitment I’ve made as Mayor, and I intend to hold our government—and myself—accountable for rapid, visible improvements.

— Anthony A. Williams, Mayor

The police can’t do everything and apparently some parents are not helping either, but it takes initiative from someone, and the fact [is] that political power helps.

— Danielle, Citizen, Age 14

In each of the plans presented so far, it has been emphasized that government alone cannot solve every ill. Nevertheless, the District government plays a pivotal role in assembling, coordinating, and deploying resources – a role that is critical to the fulfillment of the public will. Government must be a reliable partner for citizens in their neighborhoods.

The District government wields tremendous financial resources, human resources, and physical resources – all of which are needed to truly bring about change. But to deploy these resources effectively, the District government must operate with a high level of organization, efficiency, and productivity. The success of Neighborhood Action depends on the District government succeeding in this learning process. As such, the purpose of the *Making Government Work* action plan is to ensure that the District improves both its internal and external operations so that it can truly affect the city as a whole.

The first draft of this plan was presented as part of the *Citizen Summit* held on November 20, 1999. At the Summit, citizens from across the city discussed their priorities and concerns, and provided specific written feedback. This and other feedback was then incorporated into the revised plan. The following section summarizes the citizen feedback and identifies how these comments were incorporated into the revised plan. Then, the revised goals of this plan are presented, and finally, a detailed chart identifies the specific action steps associated with each goal, the timelines for implementation, and the agencies responsible for leading the implementation.

CITIZEN INPUT

Although only 9 percent of Summit participants ranked this plan as their first priority, many citizen comments focused on the importance of government agencies improving their effectiveness. Moreover, during the Summit, the Mayor specifically asked the group whether the low priority rating of this issue was (1) due to lack of citizen concern, or (2) because citizens cared deeply about this priority, but consider it a baseline *assumption* that agencies should function well. The second option received overwhelming applause.

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In response to that support, the following table highlights concerns expressed by citizens, and identifies how the final plan addresses these concerns.

What Citizens Said...	How This Plan Responds...
<i>Agencies should be more responsive to citizen needs and comments.</i>	This plan includes a customer service strategy to ensure that the agencies recruit and develop employees who are knowledgeable about services provided and committed to providing quality customer service. <i>(See Goals 1 and 2)</i>
<i>Government buildings need to be repaired and cleaned up.</i>	The District Government will centralize the management of all properties in order to improve their physical condition, their security, the allocation of space, and the distribution of offices across the city. <i>(See Goal 1)</i>
<i>Government employees should be held accountable for producing results.</i>	Personnel managers will improve the recruitment and development of employees to ensure they meet the highest standards of competency, commitment, and integrity. This process will also be affected through the implementation of the Management Supervisory Service and the performance accountability process. <i>(See Goal 5)</i>
<i>Citizens need greater access to services in their neighborhoods.</i>	Agencies will provide additional services in neighborhoods, as well as making services available through the mail, through drop-off boxes, and through an “electronic government” with on-line internet information, registrations, and transactions. <i>(See Goal 1)</i>

The *Making Government Work* plan now incorporates this citizen feedback in the goals presented below.

ACTION PLAN

This plan addresses the fact that in order for the government to help change the community, the government must first change itself. These goals are presented in summary form below:

- Goal 1 – Ensure that all operations focus on customer service
- Goal 2 – Ensure agencies can obtain the resources they need to support service delivery
- Goal 3 – Create a government that works better and costs less
- Goal 4 – Strengthen neighborhood service delivery
- Goal 5 – Produce results through Performance Management
- Goal 6 – Develop and implement a comprehensive city-wide labor management strategy

It should also be noted that the *Making Government Work* plan is not limited to the specific actions described in this chapter. It also encompasses (a) individual strategic plans for the supply line agencies (personnel, procurement, property, and technology), and (b) agency specific performance targets for critical services such as inspection time at the Department of Motor Vehicles and permit processing time at the Department of Consumer and Regulatory Affairs.

Taken together, these goals will create a fundamental change in the way that government agencies operate internally, and therefore, in the way they serve the public. To assess progress toward achieving the goals of this plan, performance indicators like the following will be tracked:

- Percent of customers rating call center good or excellent;
- Time required to resolve citizen service requests
- Amount of cost savings or additional revenue generated; and
- Average processing time for licenses and permits

This plan, with all of the corresponding action steps, results, timelines, and lead agencies, is presented in the table on the following page.

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DETAILED ACTION PLAN

Goal 1 – Ensure that All Operations Focus on Customer Service

#	Action Item	Results	Date Due	Lead Agency
1.	Strengthen service at main call center, 727-1000, and other main phone intake points	80 percent of survey respondents rating service as good or excellent	12/00	Office of the Mayor
2.	Strengthen walk-in service at main intake points for key agencies.	80 percent of survey respondents rating service as good or excellent	12/01	City Administrator/ Deputy Mayor for Operations
3.	Automate service intake, delivery, and follow through for specific agencies and functions	System that sends work orders from phone center to agencies, tracks based on due date, and reports on results	12/00	Office of the Mayor
4.	Develop training programs for front line employees at high impact agencies	100 percent of employees in functions listed above	As needed to support goals listed above	Office of the Mayor
5.	Establish customer service guidelines for employees at high-impact/all agencies	Dissemination of guidelines to all front-line employees, their supervisors, and agency directors	5/00	Office of the Mayor
6.	Establish customer service as a critical element in District employee performance plans	Employees have explicit customer service requirements hard coded in their performance plans	10/00	Office of the Mayor

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#	Action Item	Results	Date Due	Lead Agency
7.	Promote the gold standard for District buildings	Buildings have the following: proper signage, dedicated information staff, pictures of District leadership, clean and well lit facilities	10/02	Property Management
8.	Bring service to the people	DC-wide plan for service to the people; First elements, including kiosks, 5 major transactions on the Internet, etc.	12/00	Technology Office

Goal 2 – Ensure Agencies Can Access the Resources They Need to Support Service Delivery

#	Action Item	Results	Date Due	Lead Agency
1.	Clarify current processes to incrementally improve the current procurement system	Easily accessible and understandable information on how to get things within the District government under current processes	Ongoing	City Administrator/ Deputy Mayor for Operations
2.	Streamline current acquisition process by identifying administrative and legislative fixes to current system	Analysis complete and legislation drafted	5/00	Procurement
3.	Provide clients with greater flexibility in choosing support service providers	Greater efficiency resulting from improved choices for support services	12/01	City Administrator/ Deputy Mayor for Operations

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#	Action Item	Results	Date Due	Lead Agency
4.	Reestablish supply-line meetings for quick resolution on critical transactions.	Mechanism for moving forward with critical transactions	Ongoing	City Administrator/ Deputy Mayor for Operations

Goal 3 – Create a Government that Works Better and Cost Less

#	Action Item	Results	Date Due	Lead Agency
1.	Identify and implement cost savings and revenue enhancement measures	\$7 million in revenue enhancements and/or cost savings	10/00	City Administrator/ Deputy Mayor for Operations
2.	Identify and implement cost savings and revenue enhancement measures	\$62 million in cost savings and/or revenue enhancements	10/01	City Administrator/ Deputy Mayor for Operations
3.	Launch six managed competition pilots	Six pilots underway	7/00	City Administrator/ Deputy Mayor for Operations
4.	Launch risk management office	\$2-3 million in savings to contribute to overall goal of \$7 million for FY2000	4/00	City Administrator/ Deputy Mayor for Operations
5.	Complete fleet management reforms	Greater coordination and control over DC fleet, with savings of \$100k for FY2000 and \$500k for FY 2001	8/00	Public Works
6.	Complete telecom audit	Savings estimates for FY2000 and FY2001 TBD by May 1	5/01	Chief Financial Officer
7.	Complete utilities savings assessment	\$3 million for FY2000; FY2001 savings target TBD	7/00	Chief Financial Officer
8.	Conduct operational assessments on an as-needed basis	Specific recommendations on improving program delivery	Ongoing	City Administrator/ Deputy Mayor for Operations

Goal 4 – Strengthen Neighborhood Service Delivery

#	Action Item	Results	Date Due	Lead Agency
1.	Identify Neighborhood Service Coordinators (NSCs) to coordinate services in the neighborhoods	NSCs recruited and interviewed in June	6/00	City Administrator/ Deputy Mayor for Operations
2.	Identify team composition for each geographic area	Cross functional teams identified for each geographic area	6/00	City Administrator/ Deputy Mayor for Operations
3.	Prototype launched in two Wards	Prototyped launched to initiate NSC program	6/00	City Administrator/ Deputy Mayor for Operations
4.	Facilitate agency development of public schedules	Agency aligned service schedules supporting neighborhood services	9/00	City Administrator/ Deputy Mayor for Operations
5.	Identify NSC information technology requirements for Call Center support	Appropriate infrastructure plan to support NSC	7/00	City Administrator/ Deputy Mayor for Operations
6.	Transfer existing Rapid Response capability to NSC program, plan for future Rapid Response needs	Limited Rapid Response capacity developed for pilot wards	9/00	City Administrator/ Deputy Mayor for Operations
7.	Develop operational performance measures	Performance standards for NSCs and NSC teams	6/00	City Administrator/ Deputy Mayor for Operations
8.	Ensure alignment of regulatory and legislative initiatives with NS goals	Legislative proposal	6/00	City Administrator/ Deputy Mayor for Operations
9.	Coordinate city-wide launch	NSC program in all eight wards	9/00	City Administrator/ Deputy Mayor for Operations

Goal 5 – Produce Results through Performance Management

#	Action Item	Results	Date Due	Lead Agency
1.	Coordinate the development of strategic plans for all agencies that report to the Mayor	Plans detailing long-term goals and timelines for each agency	7/00	City Administrator/ Deputy Mayor for Operations
2.	Develop quantifiable performance measures with each agency	Salient measures for each agency	Ongoing	City Administrator/ Deputy Mayor for Operations
3.	Develop benchmarking standards and procedures for District agencies	Benchmarks incorporated into updated agency strategic plans	Ongoing	City Administrator/ Deputy Mayor for Operations, Budget and Planning
4.	Assist Deputy Mayor and agency staff in benchmarking practices	Benchmarking incorporated into agency operations	Ongoing	City Administrator/ Deputy Mayor for Operations
5.	Use Performance Management (PM) to drive change and produce results	Agency Director performance contracts specifying agency objectives to be updated at beginning of each fiscal year	Ongoing	City Administrator/ Deputy Mayor for Operations
6.	Implement performance review and reward system for agency directors	Six month / Year-end reviews of performance against contracts	Ongoing	City Administrator/ Deputy Mayor for Operations

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#	Action Item	Results	Date Due	Lead Agency
7.	Implement Performance Management system for senior managers and excepted service personnel in FY 2000 (Phase I) and front-line employees in FY 2001 (Phase II)	Percent of Employees participating in Performance Management system (10% in FY00); Percent of participating employees meeting major goals in performance plans (80% in FY00)	Phase I 6/00 Phase II 10/00	Personnel
8.	Assist agencies in developing sound data practices	Reported data will be reliable	Ongoing	City Administrator/ Deputy Mayor for Operations
9.	Develop and implement reporting system for internal management and outside entities	Monthly management report to Mayor Annual Plan/Report to Council and Congress	Ongoing	City Administrator/ Deputy Mayor for Operations
10.	Develop and implement public reporting system on government report	Calendar Year 2000 city-wide scorecard and agency directors' scorecards launched. Quarterly report on scorecard measures.	Ongoing	City Administrator/ Deputy Mayor for Operations

Goal 6 – Develop and Implement a Comprehensive City-Wide Labor Management Strategy

#	Action Item	Results	Date Due	Lead Agency
1.	Realignment of the Office of Labor Relations and Collective Bargaining to improve service delivery.	Staff adequately supports all major office functions, and key services are provided in a competent and timely manner.	7/00	Office of Labor Relations and Collective Bargaining
2.	Successfully prioritize and manage upcoming labor negotiations	Sound collective bargaining strategy is developed and economies are achieved, where possible, through the merger of compensation and other issues. All agreements are reached without workforce disruptions.	6/00	Office of Labor Relations and Collective Bargaining
3.	Reconstitute the structure and work of the Labor Management Partnership Council to optimize utility in facilitating change in agency work strategies, cultures, and conditions.	Creative solutions to resolve longstanding operational problems in agencies are collaboratively developed by managers and workers.	6/00	Office of Labor Relations and Collective Bargaining
4.	Ensure coordination of collective bargaining strategy with broader workforce strategy.	Pay, classification and retention discussions are focused on performance and results.	6/00	Office of Labor Relations and Collective Bargaining